EMPOWER YOUR EMPLOYEES TO NEGOTIATE MORE CHALLENGING AND SATISFYING ROLES

Your success as a manager hinges, in large part, on your employees’ development, innovation, and commitment to the organization. And those very employees’ ability to negotiate more challenging and satisfying roles fuels both of your success. Employees who effectively negotiate their role are more likely to:

- **HAVE ACCESS** to the development opportunities that are so critical to their advancement— including P&L responsibility and the leadership of large, highly visible projects.
- **INNOVATE** and feel more satisfied in their roles.
- **FEEL ENGAGED** committed, and intent on remaining with their current firms.

The benefits of successful role negotiation are a clear “win-win-win.” A win for employees who seek to advance. A win for managers who want to lead more innovative teams. And a win for organizations that are increasingly worried about keeping their top talent.

**WHAT DOES ROLE NEGOTIATION LOOK LIKE?**
Role negotiation, which is most often initiated by employees themselves, plays out in one-on-one conversations between employees and their managers. When successful, these negotiations result in individualized agreements regarding the nature and scope of employees’ work—agreements that benefit both employees and their organizations.

**YOUR EMPLOYEES MAY ASK FOR**

- ADDITIONAL RESPONSIBILITIES, tasks, or opportunities—ones that either better leverage existing skills and/or help them develop new ones.
- MORE FLEXIBILITY and autonomy regarding how they accomplish the work.

**AS A MANAGER, YOU SHOULD THEN**

- **CONSIDER THEIR REQUESTS**—ask for more information or suggest your employees give additional thought to their requests.
- **SUGGEST ALTERNATIVE IDEAS** that still leverage their existing skills or enable them to develop new ones, but in ways that are more strategic—both for your employees and the organization.

**EMPOWER YOUR EMPLOYEES TO NEGOTIATE THEIR ROLES**
Your first step is quick and easy: share *Negotiate Your Way to a More Challenging and Satisfying Role* with your employees—seven short, sweet tips that will boost their (and your) chances of success. This simple act will send a clear signal that you are invested in your employees’ development and receptive to ideas that will lead them to more challenging and satisfying roles—that will ultimately benefit them, you, and your organization.

ENDNOTES

3. Emrich, Beninger, Salib, and Prime.
8. Recent CEO survey research found that “63% of CEOs said availability of skills was a serious concern, an increase of 5% on 2013.” PwC, *The Talent Challenge: Adapting to Growth* (2014): p. 2.
11. Managers’ inclusive leader behavior—particularly empowering behavior—was a significant predictor of employees’ reported success in role negotiation in a recent study (p<.05). For example, employees who perceived their managers to be most inclusive were 4.5 times more likely to report the greatest success in role negotiation than were employees who perceived their managers to be least inclusive. Emrich, Beninger, Salib, and Prime.

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